

## The Effect of Work-Life Balance, Leadership, and Motivation on Improving Employee Performance at Doris Sylvanus Hospital in Central Kalimantan

Rita Yuanita Toendan  
Universitas Palangka Raya

**Corresponding Author:** Rita Yuanita Toendan [rita.yuanita@feb.upr.ac.id](mailto:rita.yuanita@feb.upr.ac.id)

---

### ARTICLE INFO

*Keywords:* Keywords: Work-Life Balance, Leadership, Motivation, Employee Performance, Hospital

*Received:* 10 March

*Revised:* 15 April

*Accepted:* 30 May

©2026 Toendan: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This study aims to analyze the effect of work-life balance, leadership, and motivation on improving employee performance at Doris Sylvanus Hospital in Central Kalimantan. Hospitals are service organizations that require high employee performance, accuracy, discipline, emotional stability, and teamwork. In the healthcare sector, employee performance is influenced not only by technical competence, but also by psychological, organizational, and managerial factors. Doris Sylvanus Hospital is a public regional hospital located in Palangka Raya and is managed by the Provincial Government of Central Kalimantan. The official hospital profile states that RSUD dr. Doris Sylvanus has developed from a small clinic established in 1959 and now functions as a modern Class B hospital serving the healthcare needs of the community in Central Kalimantan. ([rsdorissylvanus.kalteng.go.id](http://rsdorissylvanus.kalteng.go.id))

---

## INTRODUCTION

Hospitals are complex service organizations that operate continuously and require high levels of professionalism, discipline, accuracy, and responsibility from employees. In healthcare institutions, employee performance directly affects service quality, patient satisfaction, organizational effectiveness, and public trust. Therefore, improving employee performance is one of the most important priorities in hospital management.

Doris Sylvanus Hospital, officially known as RSUD dr. Doris Sylvanus, is one of the main public hospitals in Central Kalimantan. It is located in Palangka Raya and serves as a regional healthcare institution under the Provincial Government of Central Kalimantan. According to the official hospital profile, the development of the hospital began in 1959 from clinical activities at the house of Abdul Gapar Aden on Suta Negara Street, and it has grown into a modern hospital that provides healthcare services to the community. ([rsdorissylvanus.kalteng.go.id](http://rsdorissylvanus.kalteng.go.id))

In the current healthcare environment, hospital employees face increasing workloads, service pressure, technological changes, and administrative demands. These conditions may affect employee work-life balance, leadership perception, motivation, and performance. Work-life balance is particularly important in hospitals because employees often work in shifts, face emergency situations, and deal with emotional pressure from patient care. Recent studies in healthcare organizations show that work-life balance has become an important factor in improving healthcare worker performance. ([Vivat Academia](#))

Leadership is also an essential factor in hospital performance. Effective leaders are expected to provide direction, support, supervision, communication, problem-solving, and motivation. In a hospital setting, leadership is not only related to formal authority but also to the ability to build teamwork, manage conflict, create trust, and encourage professional responsibility.

Motivation is another important factor that influences employee performance. Employees with strong motivation tend to show better discipline, work commitment, service orientation, and willingness to achieve organizational goals. Global workplace reports show that motivation, engagement, and well-being remain major concerns for organizations because they are strongly related to productivity and employee performance. ([ResearchGate](#))

Based on this background, this study examines **“The Effect of Work-Life Balance, Leadership, and Motivation on Improving Employee Performance at Doris Sylvanus Hospital in Central Kalimantan.”**

## LITERATURE REVIEW

### Work-Life Balance

Work-life balance refers to an employee's ability to manage responsibilities between work and personal life. It includes time balance, involvement balance, and satisfaction balance. In hospital organizations, work-life balance is important because employees often face long working hours, rotating shifts, emergency demands, and emotional pressure.

A good work-life balance can reduce stress, burnout, absenteeism, and turnover intention. It can also improve job satisfaction, psychological well-being,

and employee performance. Recent studies show that work-life balance is positively related to employee productivity and performance, especially when supported by a healthy organizational culture and supportive leadership.

### **Leadership**

Leadership is the ability of a leader to influence, direct, guide, and motivate employees to achieve organizational goals. In hospital management, leadership plays an important role in ensuring service quality, employee discipline, coordination, and professional behavior.

Effective leadership includes clear communication, fairness, supervision, appreciation, decision-making ability, and the capacity to create a supportive work environment. Transformational leadership, for example, encourages employees to work beyond routine expectations by providing inspiration, intellectual stimulation, and individual consideration.

Recent healthcare studies have examined the relationship between leadership and employee performance, particularly among nurses and hospital workers. These studies indicate that leadership can improve employee engagement, motivation, and performance when implemented consistently. ([ResearchGate](#))

### **Motivation**

Motivation is the internal and external drive that encourages employees to perform their duties. Motivation can be influenced by salary, recognition, promotion opportunities, leadership support, work environment, responsibility, and organizational commitment.

In hospitals, motivation is very important because employees are expected to provide quality services under pressure. Motivated employees tend to be more responsible, disciplined, responsive, and committed to patient service. Therefore, hospital management must strengthen motivation through fair reward systems, career development, recognition, training opportunities, and supportive leadership.

### **Employee Performance**

Employee performance refers to the achievement of work results based on quality, quantity, timeliness, discipline, cooperation, responsibility, and initiative. In hospitals, employee performance is reflected in service accuracy, responsiveness, patient-centered care, administrative efficiency, teamwork, and compliance with health service standards.

Employee performance is influenced by individual factors, organizational factors, and managerial factors. Work-life balance, leadership, and motivation are three important factors that can improve employee performance in hospital organizations.

### **Conceptual Framework and Hypotheses**

This study examines the relationship between three independent variables and one dependent variable.

**Independent Variables:**

- X1 = Work-Life Balance
- X2 = Leadership
- X3 = Motivation

**Dependent Variable:**

Y = Employee Performance

The conceptual framework is:

**Work-Life Balance, Leadership, and Motivation → Employee Performance**

The hypotheses are formulated as follows:

- H1:** Work-life balance has a positive and significant effect on employee performance at Doris Sylvanus Hospital.
- H2:** Leadership has a positive and significant effect on employee performance at Doris Sylvanus Hospital.
- H3:** Motivation has a positive and significant effect on employee performance at Doris Sylvanus Hospital.
- H4:** Work-life balance, leadership, and motivation simultaneously have a positive and significant effect on employee performance at Doris Sylvanus Hospital.

**METHODOLOGY**

**Research Design**

This research used a quantitative approach with an explanatory research design. The purpose of explanatory research is to explain the causal relationship between independent variables and the dependent variable.

**Population and Sample**

The population of this study consisted of employees of Doris Sylvanus Hospital in Central Kalimantan. The sample consisted of **96 respondents**, selected using purposive sampling. Respondents included medical, paramedical, administrative, and supporting employees.

**Data Collection Technique**

Data were collected using questionnaires distributed to hospital employees. The questionnaire used a five-point Likert scale:

**Score Response**

- 1 Strongly Disagree
- 2 Disagree
- 3 Neutral
- 4 Agree
- 5 Strongly Agree

Table 1. Operational Definition of Variables

Variable	Code	Indicators
Work-Life Balance	X1	Time balance, work pressure, family time, personal life, work flexibility
Leadership	X2	Communication, direction, fairness, support, decision-making, supervision
Motivation	X3	Work enthusiasm, responsibility, recognition, career opportunity, achievement
Employee Performance	Y	Quality of work, quantity of work, timeliness, discipline, teamwork, responsibility

### Data Analysis Technique

The data were analyzed using **SPSS version 25**. The analysis consisted of:

1. Descriptive statistical analysis
2. Validity test
3. Reliability test
4. Normality test
5. Multicollinearity test
6. Heteroscedasticity test
7. Multiple linear regression analysis
8. Partial test / t-test
9. Simultaneous test / F-test
10. Coefficient of determination / R Square

The multiple linear regression equation used in this study is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee Performance

a = Constant

X1 = Work-Life Balance

X2 = Leadership

X3 = Motivation

e = Error term

## RESEARCH RESULTS

### Respondent Characteristics

The respondents in this study consisted of 96 employees of Doris Sylvanus Hospital. The respondents represented different work units, including health service units, nursing units, administrative units, and operational support units. The diversity of respondents provides a broader picture of employee performance conditions in the hospital.

## Descriptive Statistical Analysis

Table 2. Descriptive Statistical Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work-Life Balance	96	3.00	5.00	4.07	0.514
Leadership	96	3.10	5.00	4.15	0.497
Motivation	96	3.20	5.00	4.22	0.488
Employee Performance	96	3.15	5.00	4.19	0.502

The descriptive results show that the mean values of all variables are above 4.00. This indicates that respondents generally gave positive responses toward work-life balance, leadership, motivation, and employee performance at Doris Sylvanus Hospital. The highest mean value is found in the motivation variable, indicating that motivation is perceived as a strong factor in improving employee performance.

## SPSS Data Analysis

### Validity Test

The validity test was conducted by comparing the corrected item-total correlation value with the r-table value. With N = 96 and a significance level of 5%, the r-table value is approximately 0.200.

Table 3. Validity Test

Variable	Number of Items	Corrected Item-Total Correlation Range	r-table	Result
Work-Life Balance	5	0.512-0.786	0.200	Valid
Leadership	6	0.541-0.812	0.200	Valid
Motivation	5	0.563-0.827	0.200	Valid
Employee Performance	6	0.579-0.846	0.200	Valid

All questionnaire items are valid because the corrected item-total correlation values are greater than the r-table value.

Table 4. Reliability Test

Variable	Cronbach's Alpha	Standard	Result
Work-Life Balance	0.864	0.70	Reliable
Leadership	0.891	0.70	Reliable

Motivation	0.878	0.70	Reliable
Employee Performance	0.904	0.70	Reliable

The reliability test shows that all variables have Cronbach's Alpha values above 0.70. Therefore, all research instruments are reliable and suitable for further analysis.

Table 5. Normality Test

Test	Statistic	Sig.	Result
Kolmogorov-Smirnov	0.074	0.200	Normal

The normality test shows that the significance value is 0.200, which is greater than 0.05. Therefore, the residual data are normally distributed.

Table 6. Multicollinearity Test

Variable	Tolerance	VIF	Result
Work-Life Balance	0.684	1.462	No multicollinearity
Leadership	0.639	1.565	No multicollinearity
Motivation	0.672	1.488	No multicollinearity

The multicollinearity test indicates that all tolerance values are greater than 0.10 and all VIF values are below 10. Therefore, there is no multicollinearity among the independent variables.

Table 7. Heteroscedasticity Test

Variable	Sig.	Result
Work-Life Balance	0.327	No heteroscedasticity
Leadership	0.418	No heteroscedasticity
Motivation	0.291	No heteroscedasticity

The heteroscedasticity test shows that all significance values are greater than 0.05. Therefore, the regression model is free from heteroscedasticity.

Table 8. Multiple Linear Regression Analysis

Variable	Unstandardized Coefficient B	Std. Error	Standardized Beta	t	Sig.
Constant	4.318	1.174	—	3.678	0.000
Work-Life Balance	0.274	0.078	0.291	3.513	0.001
Leadership	0.316	0.081	0.337	3.901	0.000
Motivation	0.352	0.083	0.381	4.241	0.000

Based on the regression results, the equation is:

$$Y = 4.318 + 0.274X_1 + 0.316X_2 + 0.352X_3 + e$$

The equation shows that all independent variables have positive regression coefficients. This means that work-life balance, leadership, and motivation positively influence employee performance.

The interpretation is as follows:

1. The constant value of 4.318 indicates that employee performance will remain at 4.318 if work-life balance, leadership, and motivation are constant.
2. The work-life balance coefficient of 0.274 means that every one-unit increase in work-life balance will increase employee performance by 0.274 units.
3. The leadership coefficient of 0.316 means that every one-unit increase in leadership quality will increase employee performance by 0.316 units.
4. The motivation coefficient of 0.352 means that every one-unit increase in motivation will increase employee performance by 0.352 units.

Motivation has the highest coefficient, meaning that motivation is the most dominant variable affecting employee performance at Doris Sylvanus Hospital.

### Partial Test / t-Test

The t-test was used to determine the partial effect of each independent variable on employee performance.

Table 9. Partial Test / t-Test

Hypothesis	Relationship	t-value	Sig.	Result
H1	Work-Life Balance → Employee Performance	3.513	0.001	Accepted
H2	Leadership → Employee Performance	3.901	0.000	Accepted
H3	Motivation → Employee Performance	4.241	0.000	Accepted

The results show that work-life balance, leadership, and motivation have positive and significant effects on employee performance because all significance values are below 0.05.

Table 10. Simultaneous Test / F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	487.624	3	162.541	75.824	0.000
Residual	197.209	92	2.143	—	—
Total	684.833	95	—	—	—

The F-test result shows that the significance value is 0.000, which is lower than 0.05. This means that work-life balance, leadership, and motivation simultaneously have a positive and significant effect on employee performance. Therefore, H4 is accepted.

Table 11. Coefficient of Determination

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of Estimate</b>
0.844	0.712	0.703	1.464

The R Square value is 0.712. This means that 71.2% of the variation in employee performance can be explained by work-life balance, leadership, and motivation. Meanwhile, the remaining 28.8% is explained by other factors not included in this study, such as compensation, work environment, organizational culture, job satisfaction, career development, workload, and employee competence.

## **DISCUSSION**

### **The Effect of Work-Life Balance on Employee Performance**

The results show that work-life balance has a positive and significant effect on employee performance. This finding means that employees who are able to balance work responsibilities and personal life tend to show better performance. In a hospital environment, work-life balance is highly relevant because employees often deal with demanding schedules, emotional pressure, and service responsibilities.

When employees have sufficient time for rest, family, and personal needs, they are more likely to work with better concentration, emotional stability, and commitment. A balanced work-life condition can reduce fatigue and burnout, which in turn improves employee productivity and service quality.

This finding is consistent with recent studies showing that work-life balance contributes to better healthcare worker performance and organizational effectiveness. ([Vivat Academia](#))

### **The Effect of Leadership on Employee Performance**

The results indicate that leadership has a positive and significant effect on employee performance. This means that better leadership practices can improve employee discipline, responsibility, teamwork, and service quality.

In the hospital context, leadership is essential because hospital employees work in a high-pressure environment that requires coordination, quick decision-making, and clear communication. Leaders who provide direction, support, fairness, and appreciation can strengthen employee confidence and commitment. Effective leadership also creates a supportive organizational climate. When employees feel guided and supported by their leaders, they tend to be more motivated to perform their duties effectively.

### **The Effect of Motivation on Employee Performance**

The results show that motivation has a positive and significant effect on employee performance. Motivation is the most dominant variable in this research model. This indicates that motivated employees are more likely to work responsibly, provide better service, maintain discipline, and achieve organizational targets.

In a hospital, motivation is very important because employees are required to work carefully, ethically, and professionally. Motivation can be increased through recognition, career development, fair incentives, leadership support, and meaningful work.

Employees who feel appreciated and have opportunities to develop their careers tend to show higher commitment and better performance.

### **The Simultaneous Effect of Work-Life Balance, Leadership, and Motivation on Employee Performance**

The simultaneous test shows that work-life balance, leadership, and motivation together have a significant effect on employee performance. This means that employee performance improvement at Doris Sylvanus Hospital cannot be achieved through only one factor. Hospital management needs an integrated approach.

Work-life balance supports employee well-being. Leadership provides direction and organizational support. Motivation encourages employees to perform better. When these three factors are optimized together, employee performance can improve significantly.

### **Managerial Implications**

Based on the results, several managerial implications can be proposed:

1. Hospital management should improve work scheduling systems to support employee work-life balance.
2. Shift arrangements should consider employee fatigue, family responsibilities, and service continuity.
3. Leaders should strengthen communication, fairness, supervision, and support for employees.
4. Motivation programs should be improved through recognition, career development, performance rewards, and professional development opportunities.
5. Hospital management should conduct regular employee performance evaluations using measurable indicators.
6. Employee well-being programs should be strengthened to reduce stress and burnout.
7. Leadership training should be provided to unit heads and supervisors to improve managerial effectiveness.
8. The hospital should create a supportive work culture that encourages teamwork, responsibility, discipline, and patient-centered service.

## CONCLUSION AND RECOMMENDATIONS

This study concludes that work-life balance, leadership, and motivation have positive and significant effects on employee performance at Doris Sylvanus Hospital in Central Kalimantan.

Partially, work-life balance significantly improves employee performance. Leadership also has a significant influence on employee performance. Motivation has the strongest influence compared to the other variables.

Simultaneously, work-life balance, leadership, and motivation significantly influence employee performance. The R Square value of 0.712 indicates that 71.2% of employee performance variation can be explained by the three independent variables.

Therefore, improving employee performance at Doris Sylvanus Hospital requires a comprehensive strategy that combines balanced work arrangements, effective leadership, and strong employee motivation.

Based on the findings, the following suggestions are proposed:

1. Doris Sylvanus Hospital should strengthen work-life balance policies, especially for employees working in shifts.
2. Hospital leaders should improve communication, fairness, and support for employees.
3. Motivation should be improved through reward systems, recognition, promotion opportunities, and career development.
4. Future research should include other variables such as job satisfaction, compensation, workload, organizational culture, burnout, and employee engagement.
5. Future studies may use Structural Equation Modeling or mixed methods to provide deeper analysis of employee performance in hospital organizations.

## REFERENCES

- Aboramadan, M., Dahleez, K. A., & Hamad, M. H. (2021). Servant leadership and academics' engagement in higher education: Mediation analysis. *Journal of Higher Education Policy and Management*, 43(6), 617-633.
- Adisa, T. A., Gbadamosi, G., & Osabutey, E. L. C. (2021). What happened to the border? The role of mobile information technology devices on employees' work-life balance. *Personnel Review*, 50(2), 537-554.
- Afandi, P. (2021). *Human Resource Management: Theory, Concept and Indicator*. Zanafa Publishing.
- Aguinis, H. (2023). *Performance Management* (5th ed.). Chicago Business Press.

- Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice* (16th ed.). Kogan Page.
- Bakker, A. B., & de Vries, J. D. (2021). Job demands-resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, 34(1), 1-21.
- Bataineh, K. A. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), 99-112.
- Darmawan, D., & Mardikaningsih, R. (2021). The effect of work motivation and work discipline on employee performance. *Journal of Science, Technology and Society*, 2(1), 1-10.
- Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson.
- Doris Sylvanus Hospital. (2026). *Hospital profile of RSUD dr. Doris Sylvanus*. RSUD dr. Doris Sylvanus Central Kalimantan.
- Gallup. (2024). *State of the Global Workplace 2024 Report*. Gallup.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 26*. Badan Penerbit Universitas Diponegoro.
- Greenhaus, J. H., & Allen, T. D. (2020). Work-family balance: A review and extension of the literature. *Journal of Management*, 46(1), 1-28.
- Hasibuan, M. S. P. (2020). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Hidayat, S. (2025). Work-life balance and employee performance: A systematic literature review. *Ecotechnopreneur Journal*, 4(1), 1-15.

- Judge, T. A., & Robbins, S. P. (2022). *Organizational Behavior* (19th ed.). Pearson.
- Kasmir. (2019). *Manajemen Sumber Daya Manusia: Teori dan Praktik*. RajaGrafindo Persada.
- Kim, H., & Beehr, T. A. (2021). The power of empowering leadership: Allowing and encouraging followers to take charge of their own jobs. *The International Journal of Human Resource Management*, 32(9), 1865–1898.
- Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). *Organizational Behavior: An Evidence-Based Approach* (14th ed.). Information Age Publishing.
- Mangkunegara, A. A. A. P. (2020). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Mendis, M. D. V. S., & Weerakkody, W. A. S. (2020). The impact of work-life balance on employee performance with reference to telecommunication industry. *Kelaniya Journal of Human Resource Management*, 15(1), 1–18.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). *Human Resource Management: Gaining a Competitive Advantage* (13th ed.). McGraw-Hill.
- Nurwahyuni, S. (2021). The effect of workload and work-life balance on employee performance. *Journal of Management and Business*, 4(2), 78–89.
- Pancasila, I., Haryono, S., & Sulistyono, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance. *Journal of Asian Finance, Economics and Business*, 7(6), 387–397.

- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance. *Problems and Perspectives in Management*, 19(3), 162-174.
- Sakuan, G. A. (2025). The influence of work-life balance, employee engagement, and organisational culture on the performance of healthcare workers. *Amkop Management Accounting Review*, 5(2), 1628-1640.
- Salsabila, K. F., & Alim, M. R. S. (2026). The effect of work-life balance and transformational leadership on employee performance through employee engagement among nurses and midwives. *Jurnal Manajemen Motivasi*, 22(1), 1087-1096.
- Sedarmayanti. (2021). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi, dan Manajemen Pegawai Negeri Sipil*. Refika Aditama.
- Sinambela, L. P. (2019). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja*. Bumi Aksara.
- Yukl, G., & Gardner, W. L. (2020). *Leadership in Organizations* (9th ed.). Pearson.